

County Of Ventura One Stop Career Center System

IMPLEMENTATION GRANT APPLICATION

Executive Summary

The County of Ventura - Workforce Development Division is applying for Implementation grant funds to support the integration of its current One Stop Career Center activities. A significant portion of these funds will go to establishing the technological and staff capacity to integrate the delivery of services to all job seekers regardless of program eligibility. All mandated partners are included in this proposal, as indicated by the Integrated Service Agreement, also signed by many other local partners. The County, will act as lead agency with the Board of Supervisors as grant recipient. A Board resolution supporting the application is attached . Many other County agencies are directly involved in the effort including Social Services, County Mental Health and the Child Support Division of the District Attorney's Office.

A key component of the Center's activities is the integration of services to welfare recipients in conjunction with welfare reform initiatives. Funds sought under the current solicitation for One Stop Career Center System development will **be used** for the further integration of a full menu of services to job seekers and employers and to develop the electronic infrastructure to integrate the computer and other information and communication linkages necessary to the Center's operation.

The Workforce Development Division will be the lead agency in incorporating all the services provided by the various partners as indicated in the grant application. The Board of Supervisors will be the grant recipient and governing body of the "One Stop" activity supported by grant funds.

The application was developed with input from the One Stop Partnership Task Force, a local committee comprised of representatives of all the State mandated partners and most of the optional agencies. The Task Force has been meeting for over 18 months developing local strategy and implementation plans for One Stop services. A sample of the membership includes the following agencies; JTPA administrative entity (WDD); Job Service (EDD), Community Based Organizations; Area Agency on Aging, Dept. Of Rehab; Childcare providers; Public Social Services (Welfare); Community Colleges; Entrepreneurial Academy; Adult Schools, Minority Business Development Center, County Mental Health Dept. and Community Based Organizations.

The One Stop Career Center grant would focus on structured "system building" of the One Stop activities currently underway with the partner agencies to move from mere "co-location" to true integration of services and information sharing between the listed

partners. Activities to be funded out of this grant would fall into several categories to accomplish this broad objective. Activities will include the development of a common application, eligibility and case management services as well as further integration of the program services with the Welfare to Work activities.

Co-location of WDD job training and placement activity with PSSA, other County agencies, the Minority Business Development Center and EDD will create the synergy necessary for all the related agencies to work together to serve welfare and other public assistance recipients. The primary focus of services is to empower job seekers through vocational assessment, education, training and job related activities that progressively challenge participants to work toward self-sufficiency.

The Grant will primarily fund activities and services in Ventura County. The State solicitation requires a regional approach addressing the economic development and labor market needs within the six county "Investment Zone" which, in addition to Ventura, includes the counties of Santa Barbara, San Luis Obispo, Monterey, San Benito and Santa Cruz. County of Ventura has met with representatives from other counties in the zone regarding those common elements of our application which may expand throughout the entire zone or subparts, such as the Tri-County area of Ventura, Santa Barbara and San Luis Obispo. Some counties in the Zone, Santa Barbara, for example will not be applying under this grant and therefore some of the technology and systems developed by Ventura may be replicated in that region.

Specific activities and services available through the Center that will be funded out of this grant will include the following:

System Integration/Coordination

- Common Application for all Job Seekers
- Optical scanning and computerized storage of client source documents
- Shared service delivery/support services to welfare/JTPA clients
- Region-Wide Labor Market Information
- Integrated, non-duplicative Job Club/Job Search activities of all partners
- Development of marketing materials
- Implementation of TQM System
- Shared Case Management System
- School to Work System Development

Services for Job Seekers:

- Structural System building, i.e., Joint staff Capacity Building, common application, labor market information research and dissemination.
- Satellite Offices in Santa Paula, Thousand Oaks, Ventura
- Informational Kiosks at convenient locations throughout Ventura County

- Internet access at the One-Stop Centers for job search and training opportunities.
- Regional information dissemination throughout the tri-county area.
- Childcare facilities available at the Center.
- Shared job orders with other Center partners.
- School to Work Integration
- Self Service Resume Preparation System
- Child Support Enforcement/Employment Services for Non-Custodial fathers

Services for Employers

- Integration with Economic Development efforts, i.e., VCEDA, Economic Development Collaborative -Ventura County, Port of Hueneme, etc.
- Customized training for new hires.
- Coordinated delivery of Minority Business Development Center services throughout Ventura and Santa Barbara counties.
- Integration of County Entrepreneur Academy with Business Resource Center.
- Available, fee based services, e.g., substance abuse testing, EAP services.
- Single source development and marketing of job orders.
- Recruitment and screening of all job seekers using Center services, not just JTPA clients.
- Coordinated Incentive offerings (JTPA, ETP, WOTC, Trade Adjustment Act, etc.)

County of Ventura
One Stop Career Center System

I. ARRAY OF SERVICES

A. Flow of Services

1. The One Stop Career Center System proposed through this application expands on current efforts and activities to enhance and integrate programs within Ventura County to provide employment, training and support services and resource referral to all job seekers throughout Investment Zone #6. Similarly, employers seeking new workers, assistance with business development or expansion plans and other economic development coordination services will be served through the integrated services provided through the Career Center System, referenced herein as “One Stop Center”.

A key component of the structure of the One Stop Center will be the functional arrangement of staff co-located there from the various economic development, training, education and employment partners. All job seekers will be able to access services and information without regard to program eligibility as per the inverted pyramid model outlined in the State’s One Stop Career Center System Vision. As an example, job search workshops and general orientation sessions will be provided on a regular and frequent basis and open to all job seekers. Staff responsible for facilitating such sessions will be rotated between the various Center partners. Special workshops and guest speakers will be invited in to augment the service delivery. Evening hours will be instituted and staffed by various Center partners to make the services more accessible to customers unable to visit during the normal workday.

As a part of the System design, every individual that accesses the Center, via either of the two Centers within Ventura County, one of its’ many local satellite offices or electronically through its Web Page, will be provided an opportunity to utilize any number of services as needed in order to obtain the desired outcome. The Center’s philosophy is that there is “No Wrong Door” when it comes to job seekers accessing the services. All the Centers’ partners will be fully integrated in providing services and in developing and sharing information and resources.

The Center partner agencies, currently consisting of the County’s Workforce Development Division (WDD), as the JTPA Grant Recipient/Administrative Entity; the Public Social Services Agency, administering GAIN and other public assistance programs; and EDD, providing Job Service, Unemployment Insurance Benefits and Veterans program services, are physically co-located under one roof at two separate locations at either end of the County. With funds available under this solicitation, we seek to expand the number of agencies represented and services available at the Centers, both physically and through electronic linkages and to more thoroughly

integrate those services already provided by the members. Representatives from the member agencies on the One Stop Partnership Task Force, a listing of which is attached have all agreed to support the operation of the Center by providing dedicated staff and resources to serve common clientele.

As identified in the accompanying flow chart, job and training seekers may access the Center through any number of “doors.” Depending on their particular need, be it for Unemployment Insurance Information, Food Stamps, or assistance with job search, a common application is initiated as they first arrive at the Center or access it via other means, i.e., telephone, Internet link, mail, etc. The application collects basic information needed by the majority of program providers. This information is shared electronically through a common database and trained staff at the initial point of intake will then use this information to make appropriate referrals to various partner agencies. For example, as the potential client accesses public assistance information, a GAIN case worker may also refer the client to for further assessment, which may result in an additional referral to a basic skills class or vocational training through the Community College, after which the client would be provided job placement and retention services.

Orientation sessions are held regularly now (at least twice a week) for all interested individuals to find out more about services provided by all Center partners. This general orientation session will be expanded to reach all customer groups and include all resources available through the Center. Orientation sessions will provide program information, general eligibility requirements and instructions to access specific services. Hard copy summaries of program services and eligibility requirements will be available for customers to access on a self-serve basis. (See Attached Flow Chart of Customer Services)

2. Core and Customized Services

The One Stop Career Center System will provide both job seekers and employers a wide variety of direct services and linkages to other related information and assistance. Core and customized services to be offered through the Center were established in collaboration with Center partners participating on the One Stop Partnership Task Force.

- Directory of Services- A hard copy and Internet based link to information on all programs and services available throughout the local region is being developed. This project will provide direct access to programs and services available in the Tri-County portion of the Investment Zone encompassing Ventura, Santa Barbara and San Luis Obispo Counties. In addition, the Directory will include services and training available in the northern portion of Los Angeles County to provide more opportunities to customers. All local partners' services, will be included in the directory as well as identification of appropriate staff contacts and Internet addresses. The Directory will be

available on the One Stop Web Page as described in the Ventura County companion application for a Technology Infrastructure Grant.

- Eligibility Self Screening - The common application, currently under development by the State and local partners, will be provided to all Center System users and will be available via the Internet for those individuals accessing the Center from remote sites, such as from a Community College Career Center or through one of the satellite Center offices. A draft copy of this application is included as Appendix () to this document. A matrix of all partners and the services they provide has been developed and is included as Appendix ().

There will be on-site self-screening by customers through three possible levels of interaction. Hard copy directories will be produced which contain brief program descriptions, eligibility requirements and application procedures will be produced and made available for all customers. Computerized Kiosks at the One Stop locations will also provide information and accept personal data entry from customers, allowing them to be contacted by appropriate staff. Each Center location will have a Help Desk staffed by a knowledgeable representative able to provide immediate referral and information to all customers.

Similar self-help information will be available to off-site customers through Internet connectivity via the One Stop Center's Web page.

- Resource Referral - Referrals to other local and regional services will be provided directly by trained Center staff, via the Web Page and related "hot links" to training and other related support services available throughout the region. Information will be provided via electronic, self-initiated Kiosks placed not only within the Centers but throughout the county at various sites including public libraries, government offices, and other public spaces.
- Job Service/Employment Information - As one of the major partners already established in the existing One-Stop Centers, the Employment Development Department will provide the system with access to CAL-JOBS II, the electronic, interactive job search and job match system developed by the State. Similar information will also be accessed from the Workforce Information Network (W.I.N.) Project provided in conjunction with both Santa Barbara and San Luis Obispo counties.
- Labor Market Information - Ventura County is one of only a handful of areas in the State selected to have complete access and integration of the CAL-JOBS II system. This system will be accessible for all Center partners and their clients. This system, and its implementation within the County of Ventura One Stop will

further serve to integrate the staff knowledge of the wide array of opportunities and information available to clients. Clients will be able to access the system using , CAL-JOBS II as well as other Internet based directories and job search tools, such as the Workforce Information Network.

Additional labor market information will be provided through Ventura County's own California Cooperative Occupational Information System project, (CCOIS) which includes not only survey results of current and projected employment opportunities and requirements, but a complete listing of all available training providers within the region. This grant will provide resources to augment the number of occupations surveyed and enhance the employer contact resulting from the survey process, resulting in better economic development linkages.

The linkages established with the two other partner counties in the Investment Zone will allow individuals seeking retraining or job skills the ability to research labor market information and opportunities provided by all training institutions within a three county area. The CCOIS occupational project and labor market information is updated annually and includes complete information on a select group of demand occupations. The CCOIS report will be augmented by adding occupations to study which may be appropriate for welfare to work projects.

The One Stop Center System will also utilize the existing University of California - Santa Barbara Economic Forecast Project's Economic Outlook publication. This annual publication covers both labor market and economic development information for the entire county. Versions are also produced for San Luis Obispo and Santa Barbara counties.

Intake - Eligibility for JTPA and other employment, placement or social services will be integrated at each of the One Stop Centers. Initially, all job seekers will complete a common application which will contain elements of information required by the majority of the Center partners. This information will be fed into a computerized database that appropriate Center partners will be able to access to obtain the required information to begin their specific eligibility determination process. All applicants will be requested to sign a release to share such information with other agencies who may also be involved in serving the client.

Information collected at the point of JTPA eligibility determination will become a part of a computerized case file system which will follow the client through all phases of their JTPA participation. A data optical imaging system for recording, storage and sharing of source documents verifying eligibility for program services will be installed at the One Stop Center. Documents to be scanned in will include for example, copies of driver's licenses, birth certificates, I-9's as well as the completed universal application. This system will be integrated with the County's existing IMS computerized Case Management system.

Partner agencies will receive training and appropriate peripheral devices to communicate and access the source documents. This system will essentially allow a client to provide information and verification documents once and all approved partners will be able to log on to a common database to access original copy versions of documents and review case notes. These innovations will speed clients through a variety of program options by reducing duplicative information retrieval processes for multiple agencies. Proper security and tracking software is currently being implemented within the SDA to ensure a balance between confidentiality and efficient information sharing within and between partners.

- **Assessment** - Assessment systems currently in use by the SDA will be enhanced by computerized testing and evaluation services. Objective assessment for JTPA clients is currently done by SDA staff. This will remain true as the Center moves to accommodate other partner agencies but assessment test results will be shared after thoroughly reviewing the tools and integrity of other partners assessment process. Other partners, such as the community colleges also provide assessment services. As these partners become integrated into the Center's activities, results of their assessment tests will be able to be accessed by JTPA or other service providers.

Group assessments and suitability reviews will be provided for those client groups that may be able to benefit from a variety of services offered through the Center. On those occasions when an increased flow of clients is necessary to accommodate a new program start up, respond to a mass layoff or for a special target group, e.g., welfare clients, the system capacity will expand by bringing in private vendors of assessment services. All assessment personnel are qualified professionals with appropriate certifications to administer and interpret test results and make appropriate referrals.

- **WorkKeys** -The County of Ventura is in the process of becoming certified to provide WorkKeys services to employers and other agencies in need of developing a system for formal job task analysis or job descriptions. This system provides a systematic approach to task analysis and profiles a job to determine appropriate skills, knowledge and abilities required to successfully complete the job. It is a valuable tool for both employers and job training agencies to use in recruiting and developing job descriptions.
- **Integrated Service Orientation** - Common service orientations for all clients will be provided to inform job seekers of the entire service array available to them through the Center and its partners. These general sessions will be available to all individuals without regard to program eligibility. The material will be presented in a physical group setting, as well as hard copy and available via

the Center's Web Page. As individuals make their informed selections on desired services, the Center staff will provide them appropriate direction and assistance. As indicated above, staff from the various Center partners will share rotating responsibility for workshop presentations and provide shared input on development and distribution of materials.

- Initial Screening and Coordination for Next Level - as clients move through the common application process, group and individualized assessments, there will be a refinement and coordination of service delivery based on each partners' particular program offerings. Shared assessment results and service needs will be addressed by all possible providers. Coordination between case managers, job developers and others will be accomplished through "Case Conferences" which will be used to determine the appropriate mix of services, restrictions and special needs of each client to ensure the maximum opportunity for success.
- Unemployment Insurance - Each Center location will be staffed by EDD personnel familiar with the Unemployment Insurance system. All Center locations will have telephone access to the Unemployment Insurance Benefits (UIB) system and Administrative Law Judge (ALJ), appeals process as needed. The Oxnard One Stop Center currently is a regional UIB telephone claim filing system and ALJ hearings are conducted in both Simi Valley and Ventura.
- Employer Services - Services offered through the Center to employer customers will include a hard copy and Internet based directory of service and instructions on referral. Customized and On the Job Training funded by JTPA, and other sources will be marketed from the Center in coordination with direct business services. Vocational training will be integrated with appropriate training providers such as the community colleges, adult schools and private training institutions. Marketing and outreach to employers to enable them to take advantage of the programs and services provided through the Center will be conducted by dedicated Account Executive staff through this grant.

The intent of these activities will be to assist employers to develop the internal capacity to improve their overall productivity. Results of recent economic cluster studies indicate that human resource development and the availability of trained labor is the primary need of local employers within the targeted industries.

Additional staff resources as necessary will assist employers to develop and implement their own in-house capacity to conduct training. Existing business services already available and ready to be provided by the Center include the Minority Business Development Center, Entrepreneur Academy, OJT, WOTC, Classroom

Training, integration with Employment Training Panel services and targeted recruitment, screening and referral.

Additional Services for employers will be available on a fee for service basis. These may include specialized labor market information, assistance with targeted recruitment, establish human resource service systems, including development of relevant job descriptions, employee screening procedures and other employment services.

3. Marketing and Outreach Plans. The One Stop Center System for Ventura County will develop a unique identity throughout the community, independent of each of the partner's specific affiliation. A common logo, signage, letterhead and all marketing materials will be used to reinforce the identity of the Center as a separate entity and to create an identity for Center staff to affiliate with their participation in the Center.

Logo and other identifying materials will be replicated on the Web page developed for the Center. All Center partners will integrate marketing efforts to promote the Center to both Job seekers and employers. A marketing consultant will be hired to work with the partners to develop at a minimum the following:

- overall marketing and strategic plan;
- marketing implementation plan;
- development of brochures, booklets, and other hard copy materials; and
- time line and budget for the plan.

The One Stop policy body will provide guidance and input into the development of the marketing effort to ensure that all key industries and job seekers are made aware of the services, locations and benefits of using the System. Particular attention will be paid to ensuring a strong identification of the One Stop Center for job seekers and employers. Staff from the various partners will be dedicated to outreach to employers and job seekers. Account Executives and other member staff will act as a liaison to the business community. It is our plan to clearly identify the One Stop Center as a "Human Resource Department" for employers and as a training and placement clearinghouse for job seekers. .

B. Universal Access As potential customers of the One Stop Center System are identified, existing products and services will be expanded to ensure coverage of the region in reaching out to other groups and individuals who may have previously been under served by the employment and training community. Specific targets of such outreach efforts will include for example, clients of the rehabilitation community, currently employed workers seeking retraining or upgrading of job skills, youth in need of vocational or on the job training, and women seeking employment in non-traditional occupations.

Current providers of services to the above listed groups are working cooperatively to develop a service plan to assist all potential customers. A major goal of this effort is to develop a One Stop Center system capable of providing assistance to any job seeker, regardless of individual barriers to employment or program eligibility.

Methods for such outreach include the use of technology, such as the Center-based Web Page linking all providers and related agencies with the Centers' Home Page, common marketing materials as described above, staff outreach into communities, churches, schools and government agencies and the establishment of satellite locations to provide assistance to serve outlying areas. Two One Stop Centers have already been established within Ventura County. In addition, at least three other smaller satellite offices are in the process of being developed and staffed in other regions of the County. For these locations, informational Kiosks, Internet links and hard copy materials on the full array of services will be available as well as on-site personnel who can provide direct services including eligibility screening, program orientations, workshops and referral to other appropriate services.

C. Continuous Improvement In an effort to ensure that services being provided are preparing people for jobs in a cost effective manner, staff at the Center will be guided by continuous feedback from customers evaluating the effectiveness, professionalism and ease of use of the Center's services. Use of the "Simply Better" Self Assessment system and guidance from the One Stop Policy body on the identification and incorporation of adjustments to program delivery to improve service will be an integral part of the Center's operation. Weekly meetings providing feedback from customer satisfaction surveys will be incorporated into the continuous improvement process. Survey responses will be solicited from customers at the point of initial contact with the Center, after they have been enrolled and periodically while they are receiving services, after they have been placed on a job or completed training, and also from the employers hiring the participants.

Statistical analysis will address issues of cost effectiveness, equity in distribution of services across ethnic, gender and geographic categories, reduction in welfare caseloads and return on public expenditures across program lines. One progressive example of this is the coordination between JTPA, GAIN and the County of Ventura District Attorney's Office. Non-custodial parents delinquent in child support payments are referred to services through coordination between the respective agencies. This coordinated approach promotes and facilitates the parents' ability to obtain training and employment and thus begin making the required payments to support their dependent children currently receiving public assistance. The ultimate goal of such a program is to enable the dependent children to be supported by their parents and not by the social welfare system.

II. Array of Partners and Extent of Collaboration

A. Partners/Resources There are currently sixty members representing thirty five separate agencies, private employers and service providers on the Ventura County Interagency Partnership Task Force. This group began meeting over eighteen months ago to begin the coordination process between the numerous local agencies providing employment and related services to local job seekers and employers. As the concept of the One Stop Center emerged, the Task Force's involvement in the planning and integration of services deepened and today its' membership comprises all the required, and the majority of the optional members as identified by the State's One Stop grant solicitation.

Each of these agencies, firms and service providers contribute staff resources, program expertise and direct services to the development of the One Stop Center. The Task Force members have developed a matrix to identify those services which each of the representative agencies are most able to provide to clients of the Center. As the One Stop Center activity expands, integration of each agency's separate services will be provided and more partners will be recruited as needs are identified. In some cases, multiple agencies provide the same services, e.g., job search workshops. The integration of services through physical and electronic linkages will reduce unneeded duplication of services.

The partners involved in the development and operation of the One Stop Center include representatives from the various agencies and private sector firms from the County's One Stop Partnership Task Force. This group (a membership list of all current members is included as an attachment to this proposal), is an outgrowth of a concentrated effort over the course of the past eighteen months to identify and integrate the myriad training and social services available to job seekers, employers and other individuals in need throughout Ventura County. The Task Force meets monthly to address common areas of customer service, develop linkages, improve communications and identify funding issues and opportunities to improve outreach and integration.

Currently, the Job Training Partnership Act Dislocated Worker program, Rapid Response activities and services for economically disadvantaged adults and youth are provided at the existing One Stop Centers by the County's Workforce Development Division. The WDD also provides services to older workers through its' Title IIA 5% program and in conjunction with the County's Area Agency on Aging. The Employment Development Department, also co-located at both Ventura County One-Stop Center sites, provides on-site Job Service, Unemployment Insurance Benefits and direct access to Veterans Employment Services. The County Public Social Services Agency provides assistance to public assistance and GAIN eligible clients at the Center.

B. Administrative and Functional Integration Current procedures in the One Stop Center integrate the intake of customers by a shared staffing function at the initial reception point. A single point of contact is also maintained for employer job orders which are shared and coordinated between WDD Account Executives, EDD Job Service staff and other representatives of partner agencies responsible for job development and placement. Weekly meetings are held to share labor market information and service coordination for new and on-going activities, including Rapid Response, customized training and targeted recruitment efforts across agencies.

A series of Non-Financial Memoranda of Understanding have been established with several of the members of the Partnership Task Force mentioned above, including EDD, the Area Agency on Aging and Public Social Services Agency. In addition, the County's Workforce Development Division, as the SDA, has signed contracts with local Field Offices of EDD to provide specialized recruitment, workshops and labor market information for displaced workers.

Procedures and administrative guidance are being established for the Centers to integrate staff into a cohesive whole regardless of agency affiliation. As co-location becomes a reality in more locations and service delivery becomes an integrated process, staff will assume more responsibility and encouraged to utilize empowerment strategies to creatively address situations between partner agencies. Capacity building and training to complement the integration of the myriad systems of various partners will be addressed through continuous feedback and communication between line staff and management. As the Task Forces' planning activities have evolved into actual implementation of specific targeted services, the coordinated efforts of various member agencies have resulted in several joint working arrangements designed to improve service delivery across programs.

As an example, the Ventura County Community College District and the County Workforce Development Division have established successful working agreements to carry out joint, targeted recruitment efforts to train women in non-traditional occupations. Workforce Development Division linkages between the County's Welfare Division and local Adult Schools have also resulted in specific program designs and coordinated projects to serve welfare recipients under combined funding sources to provide such individuals academic and vocational training and placement services.

As a result of the funds available through this grant, such strategies and program services will be further extended, coordinated and integrated with the overall effort to provide all job seekers and employers a true One Stop process to access all the employment and information needs they may have. Additional partners, including the County District Attorney's Office, Probation and Child Support Divisions, among others, will be linked to the services available under the project to provide appropriate employment and training referral and services to clients of these agencies. Long

term cost savings will thus be realized by providing employment and training opportunities to non-custodial parents who are delinquent in child support payments.

Shared electronic information networks, common databases and dedicated staff from the County's Child Support Division, Social Service Agency and Workforce Development Division will create the necessary technological link necessary to implement written memorandum of understanding which will outline specific procedural requirements. The result of such linkages will provide for the coordination necessary to satisfy all agencies needs to serve such individuals while at the same time reducing overall costs to taxpayers.

Similar linkages and co-location of staff on a regular basis at the One Stop Center with other entities including the Community Colleges, Adult Schools, private training vendors, Area Agency on Aging and local Housing Authority representatives among others, will provide convenience for the job seekers in addressing all their employment and related needs, while again helping to reduce overall taxpayer costs, save time and interlink data collection in one physical and electronic location.

The County's Workforce Development Division has existing Non- Financial Agreements in place with the Employment Development Department, the Community College District, Area Agency on Aging, County Mental Health Department and the Entrepreneurial Academy operated by the County's Human Resources Department.

A separate "Integrated Service Agreement" has been implemented and approved by all partners in the One Stop System (copy attached) with each partner identifying the particular services and resources they will provide to customers of the Center. Some of these services will be provided on-site while others will be linked electronically and accessed from remote locations. Additional Memoranda Of Understanding will be developed as a result of this grant opportunity with specific partners identifying their own contributions to the efforts to tie all the services together.

A critical component lacking in the current efforts to improve these linkages is the full integration of all these services to employers and job seekers. The grant funds will provide the dedicated staff resources, technological hardware and software to develop and implement the procedures, physical infrastructure and telecommunication resources necessary to integrate all local and regional resources for the Center customers.

The electronic communication systems, utilizing Internet technology and coordinated staff resources will be established in conjunction with both the Santa Barbara and San Luis Obispo County SDA's.

The ultimate goal of this integrated service strategy is to provide services to all customers of the Center regardless of program eligibility. Services and information

will be provided by direct contact with staff as well as through the products and mechanisms to be developed and further integrated via funds available under the Implementation phase of the One Stop Center System grant. A sample of products to be developed and expanded through this grant include:

Informational Kiosks - placed at Center sites and throughout the region service area. These will allow job seekers and employers to not only research information on services available through the Center, but to enter in their own personal or employment needs and request additional follow-up services. Funding to purchase these kiosks is being made available from other sources.

- Videos on programs services - this will include orientations on program eligibility guidelines for a variety of services and training opportunities, local labor market and economic development information and referrals for further service.
- Reference Libraries - Career and Occupational training directories, labor market outlook via the California Cooperative Occupational Information System (CCOIS) and other job search strategies, business directories and access to economic development and demographic databases will be available in the Center.
- Resume catalog - Utilization of the Resumix resume scanning and cataloging system. This service will allow all job seekers and employers to target their labor market search by electronically scanning resumes and job orders to search for appropriate matches for job seekers and employers.

C. Collaboration Between Partners All the stakeholders in the One Stop, including its' customers, the employers and job seekers, will have input into the structure of service delivery. Formal and informal procedures will be established to guide the integration of the program services with guidance from the State Job Training Coordinating Council, local elected officials, and the Partnership Task Force. Input from line level staff will be crucial as well in identifying training, communication and other staff development needs. Written procedures will be developed for each stage of coordination between agencies involved in the delivery of services to Center customers. Staff resources will be dedicated to providing the training and coordination to link the various services and develop alternatives to address those areas where existing agency rules or regulations conflict with those of another partner.

The One Stop Center System in Ventura County will fully integrate all services to job seekers and employers. This project is not simply an ancillary effort to an agency's primary service mandate. It is emphasized that all partners see this effort as a totally new way of providing services to their clients. As such, complete coordination of all staff from line workers to agency directors will be involved in the development and continuous refinement of the provision of products and services available through the

One Stop Center. It is the intent of this process to become fully integrated with the State's One Stop Vision.

Labor and private sector representatives currently sit on the Task Force and the PIC and provide continuous input on the planning and development of service delivery. This process will be augmented and formalized through this grant with regular meetings and integrated service delivery structure emphasizing the coordination of services between agencies. Employer input will also be solicited from EDD's Employer Advisory Council on a regular basis as well as through the surveys of employers who have hired clients of the training services provided through the Center.

D. Capacity Building The element of capacity building and cross training of partner staff is the key component in developing a true One Stop Center in accordance with the State's vision and local priorities. The County of Ventura's current efforts to bring together a variety of employment and training services is unique in that the County's existing One Stop locations completely integrate the entire JTPA, EDD Job Service, Veterans Service, Unemployment Insurance services and County Public Social Services (GAIN) Units under one roof.

The effort to integrate one hundred percent of the services provided by just these three agencies requires dedicated, skilled, human resources management committed to developing the systems and structures to link and consolidate the myriad rules, policies and oftentimes conflicting, mandates of each of these three agencies. The obstacles to accomplishing this integration are not underestimated and the material and technical resources available through this funding will provide the staffing, cross training and technical assistance necessary to ensure success.

All partners have indicated, through their approved Integrated Services Agreement (Attachment 2), the resources they will contribute and services they will provide to clients. In addition, all partners will participate in the development of written procedures, using a common format to be shared and integrated with each agency. Each agency will be assigned staffing from the grant to support the development or identification of procedures and the analysis of same. The intent of this effort is to develop the capacity to cross reference and coordinate the joint development of procedures with the other partners. A common strategy and service delivery process will be developed as a result of this effort. Experienced systems management and planning professionals will be retained to analyze and develop the details of the integrated service delivery and to oversee its' implementation.

A key component of this part of the Center's development will be the acceptance by all partner agency's staff of the new program design and integrated approach to serving all job seekers and employers. Systems and procedures will be developed keeping in mind the need to be flexible to changes occurring at the local level and from those initiated at the State or federal level. On-going training and adjustment of procedures

will be a built in aspect of the cross training efforts. Clear lines of responsibility will be balanced with empowerment of staff to adjust and make decisions using the skills and knowledge gained from the training provided.

A schedule for providing cross training indicating specific elements and staff involved from all participating agencies will be included in the training package to be developed. Staff will be organized by function, i.e., eligibility for all programs located in one area, case management as a separate function in another, etc., to promote a consciousness of cohesion between and among the Center partners. Supervision will be diffused throughout the One Stop Center with the intent to eliminate barriers between staff and agencies and promote a consolidated approach to serving clients.

III. REGIONAL APPROACH

A. Economic Analysis Ventura County, comprised of ten incorporated cities, is located on the Pacific Coast northwest of Los Angeles County and south of Santa Barbara County. Ventura County constitutes a single labor market and MSA as designated by the Labor Market Information Division of EDD.

Investment Zone #6 includes Ventura, Santa Barbara, San Luis Obispo, San Benito, Santa Cruz and Monterey counties. This geographically and industrially diverse zone encompasses a wide cross section of California's overall industrial and occupational mix. This diversity is an advantage in the regions' overall, long term economic stability in that it can weather periodic downturns in a particular industry because no individual occupation or business constitutes a majority of the job base.

Conversely, the widely dispersed geographic nature and sparsely populated areas of the region makes job and retraining prospects particularly difficult for many job seekers due to the vast geographic distances encompassed by this coastal zone. Training providers are more sparsely distributed as are employers of any one type of occupational cluster, mandating that displaced workers relocate to a new area or train for a new skill in demand within their labor market. In comparison to other more densely populated metropolitan zones that are more geographically condensed, employment and training providers within Investment Zone #6 face limitations on their ability to help job seekers and employers.

The geographic limitation can be addressed only through the establishment of the One Stop Center providing the resources to assist workers retrain to become reemployed. The services available through the One Stop Center will allow job seekers and employers to access information, referral and training in all areas of the Zone. The capacity to assist both employers and job seekers will be enhanced by Ventura County's link with the CAL JOBS system providing job leads and job posting

capabilities throughout the County. The County of Ventura is one of a handful of counties in the State to receive the designation as a CAL JOBS site.

Linkages with Santa Barbara and San Luis Obispo counties to the north have been established and common economic elements, demographics, industry makeup and worker training needs will allow for an expansion of the products and services developed out of this grant to be expanded into those two other counties within the Investment Zone. Shared technology products and information systems will be developed out of this grant. These systems will be a critical focus of project development in order to ensure that they can be replicated throughout the State in accordance with the One-Stop Career Center System Vision.

Ventura County has a population of 726,000 and a workforce estimated at 386,000. There are 260,000 jobs in the County, according to the State Employment Development Department, with the major employment sectors being Retail Trade, Agriculture, Government and Services. There are two U.S. Navy Bases located here, CBC-Port Hueneme and Pt. Mugu Naval Air Weapons Station. Ventura County also has an active deep water Port (Port of Hueneme) that plays an important role in the local economy.

The economy and population of the area is diverse with no single industry predominating. Hispanics are the single largest minority group at 24.7% of the population with Asian/Pacific Islander making up 4.9%, Blacks at 2.2% and Native Americans at .5%. Anglos make up 65.9% of the population. The rate of growth for Hispanics as a percent of total population grew by 56% since the 1980 census.

There currently exists no centralized coordinated system for addressing the recruitment, screening, hiring and retraining needs of local small businesses. Small businesses have little time and less money to staff an entire personnel department to provide these services. Many of these smaller firms may have only an occasional need for such employment services but nevertheless require an efficient, high quality screening and referral process when they do have a need for new workers.

The majority (58.9%) of the nearly 17,000 employers in the county employ less than five workers. The significant job creators in the county are considered small employers, (less than fifty employees) and constitute 95.3% of the job base locally. The Ventura County economy is dependent on these small employers for the wages, salaries, fees, taxes and other incomes that make up the revenue sources within the local area.

Over the course of the last several years, the Ventura County economy has experienced much of the same economic crises afflicting other regions of the country. Staff reductions in the traditionally well paid, secure sectors of manufacturing,

aerospace, defense, mining (oil) and the utilities sectors have structurally transformed the nature of the employment market here.

As an example, employment in the manufacturing sector has dropped over fifteen percent in the last decade, with the sub-category of high-tech manufacturing jobs dropping 23% in the past five years alone. In the defense sector, base realignments and Department of Defense budget cuts have resulted in over 3,600 jobs being eliminated from our two Navy Bases. Competitive pressures and consolidation in the banking and utilities sectors have also taken their toll on average wages and the labor force.

The average Unemployment Rate in 1995 for Investment Zone #6 was 8.4%. In Ventura County the comparable rate was 7.3% of the Civilian Labor Force and dropped only slightly in 1996. The number of jobs lost as a result of larger plant closures or mass layoffs in 1995 was 7,816 within Ventura County. Several hundred additional jobs were lost as a result of smaller layoffs and closure of small businesses. The majority of the losses were in the larger firms in the Manufacturing, Aerospace and Defense Sectors. Workers affected by these layoffs were typically well paid, received good benefits, many in skilled occupations requiring experience and higher education levels. Most of these job losses were structural in nature, meaning they are permanently gone and will result in decreases in per capita income, average salaries, retail sales and negatively impact future economic growth and wealth creation.

A direct result of the downsizing in these various sectors has been an increase in poverty rates and an explosion in the number of individuals and funds spent on Public Assistance programs (AFDC, Food Stamps, etc.). Since 1990 we have seen a 32% increase in the dollar value of transfer payments made to public aid recipients. This is reflected in the 41% increase in the number of individuals receiving cash assistance. Principal among these cases is the Food Stamp program which increased its caseload 56% in the same period. Once individuals lose their jobs and savings, the Food Stamp program is the first type of public assistance they usually receive.

As changes in the welfare system take effect, it is anticipated that many of these increased caseloads of public assistance recipients will become clients of the job training system as developed through the One Stop Career Center. While there has been a significant increase in the number of public assistance recipients in Ventura County, the 96,780 persons on AFDC identified by the State in Investment Zone #6 is a more manageable population to serve through this One Stop Center than trying to serve those areas within Southern California containing three to ten times the number of public assistance recipients.

In contrast to the layoffs occurring, the new jobs being created are concentrated in the Retail Trade and Business Services industries. These occupations however, are

typically associated with lower pay, minimal benefits and reduced skill requirements. This is illustrated most dramatically below in a comparison of average wage levels in these sectors.

A recent analysis by the University of California of the job loss/gain within Ventura County firms indicated a net 3,925 new jobs created in 1995. The average annual salary of the jobs lost was \$35,027. Of the new jobs created during the same period, annual salaries averaged only \$23,956. This reduction in average pay reflects nearly a one-third cut in the average income in the new jobs compared to the jobs lost. Further, it is projected that this trend towards lower paying jobs will continue as no single sector is emerging which will replace the good paying jobs being lost.

Many of these new jobs are being filled through temp services which typically pay less, offer fewer benefits and are by their very nature less secure than regular employment directly within a company. As average salaries decline it is projected that a reduction in retail sales may result, followed by a further tightening in employment in that sector.

The majority of workers displaced from jobs over the past several years typically do not obtain new employment opportunities for at least several months after their initial dislocation. Many of these workers are unsuited and therefore not considered for the new jobs being created even at the lower wages being paid. Employers creating these new opportunities on the other hand, may lack the systems and access to information to conduct an adequate recruitment and assessment process to screen and hire new employees efficiently.

The County's economy has recently begun to increase its pace of job creation albeit in lower wage classifications and with a tremendous backlog of displaced, structurally unemployed workers. Training programs and integrated services are crucial to equipping such individuals with the tools to compete in the new job categories of emerging and rebounding occupations. A major threat of closure still persists for the Pt. Mugu and SeaBee base in Port Hueneme. Already significant Reductions in Force have eliminated over five hundred jobs at these bases over the past three years.

Recent evidence from the State Legislative Analysts Office indicate that the California economy will create approximately 350,000 per year over the next decade. However, changing demographic and social factors, including changing immigration patterns, birth rates, increasing income inequality and changes in social welfare priorities will create a need for one million new jobs to be created each year. This shortfall will hit all areas of the State, but be especially felt in areas within Investment Zone # 6 as this region encompasses all the above aspects of the economy of the State.

As the above analysis and description makes clear, the Ventura County economy will continue to experience significant structural difficulties in the types of jobs, the wages paid and the skill levels required to perform those jobs as we move into the next millennium. The One Stop Career Center system addresses the gap between the needs of the employer community, especially small and growing businesses, to access information and resources for recruitment, assessment and training of new employees and the employment needs of job seekers in Ventura County. In addition, non-employment services will be provided through this grant by consolidating many of the business services provided by the County, such as its' successful Entrepreneurial Academy and other entities in each of the Career Centers.

B. Economic Development Linkages The County of Ventura, as the Grant applicant, already is coordinating a number of economic development linkages throughout the county and the region. Specific activities include the following;

- Economic Development Collaborative- Ventura County; A consortium of private firms, local government and regional economic development entities working together to ensure stable economic growth and job retention.
- Industry - Business Cluster Study - County Chief Administrative Office; A Department of Commerce funded research project that identified specific industrial clusters within the County region expected to experience significant growth in the future. The Study also identified the perils to growth and developed specific recommendations on steps that would need to be taken to endure economic health of these industries. Primary among the obstacles to expanding businesses here was the availability of a trained labor force.
- Minority Business Development Center; The County of Ventura's Human Resource Department is the administrator of the SBA funded Center. This function supports the promotion of business for minorities in Ventura and Santa Barbara counties. The MBDC is co-located within the County's One Stop Center in Oxnard along with other business services.
- Ventura County Economic Development Association; The VCEDA organization is a twenty five year old county wide business organization. Its' Executive Director has been an active member of the PIC for nine years. Workforce Development Division representatives coordinate many activities with VCEDA aimed at increasing employment opportunities for local job seekers.
- Chambers of Commerce - WDD representatives participate in all major chambers of commerce within the county. Membership and employer outreach activities coordinated with other businesses complements One Stop Center activity for job development and marketing.

- Community College linkages - The Ventura County Community College District represents three separate campuses throughout the county. The District has recently created a dean level position to provide coordination between each campus and the activities of the workforce preparation activities occurring in the county. In much the same manner, the District is involved on a regional level with other community colleges extending through Santa Barbara and Los Angeles County to integrate training, labor market information and activities in an effort to focus on the needs of preparing workers to meet the needs of business. The campuses within the district are in need of capacity building resources to increase their ability to integrate with the One Stop Centers' job development and tracking component.
- Base Closure and Realignment Commission (BRAC); County Supervisors and other elected officials along with private and public sector representatives have actively advocated the retention and expansion of the two major U.S. Navy based located within the county. (Pt. MUGU and Port Hueneme). Threats at closure and consolidation have effectively been thwarted thus far. A major research study funded by JTPA Rapid Response funds in 1995 catalogued the types and numbers of workers employed at the installations.

C. Improved Services The common thread pulling together each of these local and regional initiatives is the strong presence of the County of Ventura. Many of these programs and activities are supported either directly or indirectly by the County's Chief Administrative Office or Human Resources Department. As the County integrates more partners into its' One Stop Centers, these economic development initiatives will take on a more significant role. Leadership at both the Department and Board of Supervisors level is very much in tune with the need to coordinate employment and training resources with economic development efforts to retain and expand the economic base thus improving the quality of life for all sectors of the community.

The Business Resource Center, as the employer-focused arm of the One Stop Center System, is located within and supported primarily by WDD staff. Other support for employer services is provided by the Minority Business Development Center. Space will also be provided periodically for other business serving entities such as the Service Corps of Retired Executives (SCORE) and Small Business Development Centers.

The County also promotes job and employer development through its' successful Entrepreneur Academy serving emerging businesses by providing guidance in business plan development, marketing and financing, among other topics. Many successful graduates of the Academy have hired clients of job training programs sponsored by the County.

On-going employer services are provided by the WDD Rapid Response unit assisting those employers and workers impacted by downsizing and plant closures within the county. Local Job Service office representatives, consumer credit counseling and various other community service groups often accompany WDD staff on Rapid Response employer visits.

The County, along with many of the other partners in the economic development arena also participates in “Red Team” activities when an employer has indicated they are seriously looking to locate here from another area and will have specific resource needs. JTPA resources are carefully excluded from any discussion on relocation of firms which may result in dislocation of workers from the original site.

D. Process for responding to change The One Stop Career Center System being developed in Ventura County builds on the existing relationships and resources already committed to improving the local economy. The linkages and additional resources available through this grant will allow the education and employment community to achieve a greater profile in the activities and services available to employers seeking to expand in the region and to better serve those in need of direct employment services.

Specific methods to be initiated and enhanced under this project include the following;

- Establishment of an employee screening component for new employees serving all job seekers. Any employer will be able to access a database of qualified job seekers prescreened by the One Stop Career Center. The One Stop Center will use the WorkKeys system to complete a Job Task Analysis and develop a carefully matched pool of job ready candidates that meet the requirements of the employers' profile.
- Integration of all local economic development services in the One Stop Center. Information and coordination between all major players, including state and federal resources will be brought together to serve employers.

IV. DEMONSTRATION OF READINESS

A. Specific Implementation Steps In 1995, the County of Ventura's Workforce Development Division, in conjunction with representatives from EDD Field Offices, County Welfare and several local public service agencies initiated a One Stop Partnership Task Force. The mandate of this informal group was to identify and address the common services and program requirements offered by each of the partners. From this cooperative effort came the communication linkages and

resources supporting the establishment of the Business and Employer Resource Center, a successful first step in the establishment of the initial One Stop Centers in Simi Valley and Oxnard. Funding for these initial efforts was provided by Title III 40% One Stop Center RFP in Fall 1996.

These funds are currently being utilized to provide for the co-location of WDD, EDD and PSSA staff, initial hardware and software purchase and installation, staff training and the establishment of a dedicated Employer's Resource Center as a separate and integral component of the One Stop Center. The County's efforts in promoting business development and expansion includes the establishment of the Minority Business Development Center, funded by the U.S. Department of Commerce and the Entrepreneur Academy for small businesses, funded through the State's Employment Training Panel.

Ventura County is unique in that all these efforts supporting business development are operated by the County directly through its Human Resources Department. Consequently, the County's Human Resource Department, the parent agency for Workforce Development Division programs, is the primary force in the effort to integrate all services for employers and job seekers.

The Task Force continues to meet monthly to refine activities and coordinate on specific projects. Current projects include the development of the structure for developing a common application and the recent announcement of a new name for the One Stop System, that being the Employment And Resource Network, (EARN). The group has continually expanded its' membership to thirty five different public and private agencies and continues to focus on eliminating duplication and promoting communication through a series of subcommittees on topics including technology, additional community and educational linkages and identification of additional resources.

B. Barriers to System Building The single major limitation to implementing the system changes proposed herein and those currently under development, is the communication barriers between the various partners relating more to the rules, policies and regulations prescribing service delivery, eligibility and simple modes of operation than to any lack of effort on the part of each of the partners. Currently, all the major education, employment, training and related social services agencies are represented on the Task Force and meet monthly to address exactly the issues relating to improving communication and linkages between each of the programs involved in this One Stop Center System development effort.

In order to effectively address the communication barriers between agencies, the Task Force will continue to meet and expand the level of discussion to line staff and upper management within each of their agencies as they search for solutions to promote the interlinks required between agency rules and procedures which will

allow for a smooth, non-duplicative provision of employment, training education and economic development services to local job seekers and employers.

In any major effort to link disparate agencies with multiple funding sources, there are limited staff resources available to dedicate to focus specifically on the interagency coordination necessary to this project. If funded, specific staffing will be identified and provided proper authority to design and implement the integration of the human element crucial to the accomplishment of the goals. An important element of this will be the empowerment of existing staff to address those areas where they see duplication or gaps in service to job seekers and/or employers.

It is anticipated that as various program services are provided in the One Stop Centers, gaps, duplications and conflicting procedures will become evident. Staff committees directed by Organizational System Professionals retained through this grant, will be formed to address such issues as they are identified and will propose practical solutions to be implemented within prescribed time frames. Feedback to the Task Force from these committees will provide the formal authorization of the new procedures. A communication network between all partners, including those located off-site will complete the link and establish the mechanism to identify, address and implement solutions to barriers to providing services to all the Center's customers.

C. One Stop Policy Body The One Stop Partnership Task Force, identified above, will function initially as the advisory board for the System developed as a result of this grant. Membership of the Task Force is listed on Attachment I. to this application. Staffing responsibilities for the activities of the Policy Body will be provided primarily from the County of Ventura's Human Resources Department. The Board of Supervisors will be the policy body for this grant. Resources available from this grant will provide for the strengthening of the One Stop Policy Body functions and responsibilities and to recruit and involve other required members, e.g., additional private sector members to comply with the requirements of the SFP.

Planning and Policy making will be developed by the One Stop policy body. One Stop Centers will be developed and certified by WDD and the Policy body. Fiscal responsibility will be maintained by the County of Ventura Board of Supervisors. First line fiscal controls and liability will be assigned to appropriate fiscal staff and management units within the One Stop Center. The County of Ventura will be the grant recipient for funds awarded under this solicitation and complete all required reports and performance data.

D. Outcome Measures The One Stop Center System developed in Investment Zone #6 will integrate all aspects of measurable performance outcomes required by the State. Existing JTPA performance measures capture data on placement, retention and wage information through the JTA system. This system currently tracks only performance on JTPA enrolled clients. Capability to track non-JTPA clients served by

the system will be developed through this grant in conjunction with similar efforts at the State level through the 'report card' system identified in SB 645. Performance measures utilized by other training and education providers, economic development entities and other partners will be integrated into a separate system to meet the needs of this effort while allowing each of the separate partners to retain the integrity of their reporting procedures and requirements. Systems and procedures for collecting and recording these performance measures will be developed from this grant.

Learning outcomes are currently tracked for all clients in JTPA sponsored training. Certificates of achievement, graduation levels and competence attainment records are kept for all clients of the JTPA system. These record keeping mechanisms will be upgraded to accommodate and track learning outcomes of other customers of training programs offered through the Center. Linkages and coordinated data recovery procedures will be developed with all related educational institutions, including community colleges, Adult schools and private training vendors. Data currently collected via other mechanisms or formats will be compiled and tracked for evaluation of providers and to measure each institution performance. Vendor performance evaluation for Vocational Classroom training is provided in part through the Inglewood PIC Aerospace Networks' Vendor Training Directory providing real-time information through the "I-Train" system via computer modem hook-up already established at the WDD Ventura office.

A Total Quality Management (TQM) approach will be used to measure staff effectiveness in providing integrated service delivery. The Simply Better! System of quality service analysis and delivery will be utilized to assist staff and to identify and measure areas of need and mechanisms for improvement. A separate grant application to become a Simply Better! Quality Laboratory has been submitted and, if funded, will provide additional support to improve customer satisfaction for the One Stop Center. As a part of this system, customer satisfaction surveys will be taken at various stages of service delivery, such as at initial Center visit, after meeting with Agency representatives, at the early, midpoint and completion of training and after placement.

Cost effectiveness measures will be developed using a cost allocation mechanism that addresses reasonable accommodation of Center customers who may not be eligible for, nor interested in direct training services, but are in need of general job search information or workshops.

Customer access will be facilitated through the establishment of two main Centers in Ventura County and at least three smaller satellite offices throughout other areas of the region. Each of the two main Center's will co-locate the Employment Service, Veterans Job Service, JTPA Title IIA adult, Title III displaced worker, Title IIC disadvantaged youth and Title IIA 5% Older Worker programs and GAIN program

services under one roof. Satellite locations will provide links to each of these services through on-site staff as well as electronic communication via the Center's Web Page. The satellite Centers will, where possible, co-locate with existing community based services such as Youth Employment Services or local economic development agencies.

The natural linkages provided through such co-location will enhance the benefits of serving these communities by reaching out to new populations of job seekers and employers as they access the existing service providers.

E. Two Year Time line The following services will be provided and systems developed over the course of the next two program years:

Tasks/products to be accomplished within first six months:

- Common Application for all Job Seekers
- Shared service delivery/support services to welfare/JTPA clients
- Region-Wide Labor Market Information
- Integrated, non-duplicative Job Club/Job Search activities of all partners
- Development of marketing materials
- Shared job orders with other Center partners
- Self Service Resume Preparation System
- Single source development and marketing of job orders.
- Recruitment and screening of all job seekers using Center services, not just JTPA clients.
- Child Support Enforcement/Employment Services for Non-Custodial fathers
- Customized training for new hires.
- Coordinated delivery of Minority Business Development Center services throughout Ventura and Santa Barbara counties.
- Integration of County Entrepreneur Academy with Business Resource Center.

Tasks/products to be accomplished within one year:

- Implementation of TQM System
- Shared Case Management System
- School to Work System Development
- Optical scanning and computerized storage of client source documents
- Satellite Offices in Santa Paula, Thousand Oaks, Ventura
- Universal Job Bank

- Full Integration with Economic Development efforts, ie., VCEDA, EDC-VC, Port of Hueneme, etc.
- School to Work Integration
- Coordinated Incentive offerings (JTPA, ETP, WOTC, Trade Adjustment Act, etc.)
- Available, fee based services, e.g., substance abuse testing, EAP services.

Tasks/products to be accomplished within two years:

- Structural System building, i.e., Joint staff Capacity Building, common application, labor market information research and dissemination.
- Informational Kiosks at convenient locations throughout Ventura County
- Internet access at the One-Stop Centers for job search and training opportunities.
- Regional information dissemination throughout the tri-county area.
- Childcare facilities available at the Center.

F. Technology/Information Systems Hardware and Software system to be purchased under this grant source include the following:

- Personal Computers and associated software and communication link devices to enable all partners to provide One Stop services without having to be physically located in the Center.
- Cabling and requisite communication devices to link all staff in the Center,
- Kiosk and related software -Additional units will be purchased, installed and linked to provide information centers throughout the county. Software and programming technology will be provided to other Counties within the region.
- The One Stop Center JTPA Service Delivery Area currently uses the IMS system for management of applicant data from initial intake through assessment and all case notes into placement and retention. This software program will continue to be utilized.

G. Policy Body staff Current staff support for the One Stop Career Center Policy Body, is employed by the County of Ventura's Workforce Development Division. The WDD administers JTPA programs in Ventura County. The staff of WDD provide JTPA Eligibility and Assessment services to employment and training seekers. WDD currently provides case management and placement services to JTPA clients enrolled into training or basic readjustment services. No direct training or education services are provided by the WDD staff. It is the policy of the SDA to contract out to local service providers, either public or private the direct provision of education and training services. It is not anticipated that this focus will change under this SFP.